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**THE EFFECTIVENESS OF KNOWLEDGE TRANSFER AMONG
PERSONNEL MANAGEMENT**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
APRIL 2019**

**THE EFFECTIVENESS OF KNOWLEDGE TRANSFER AMONG
PERSONNEL MANAGEMENT**

By

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**Thesis Submitted to
School of Business Management,
University Utara Malaysia in Partial Fulfilment of the Requirements for
Master of Human Resource Management**



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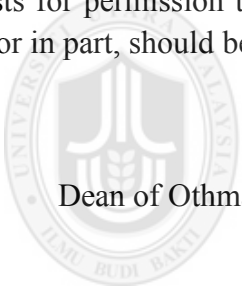
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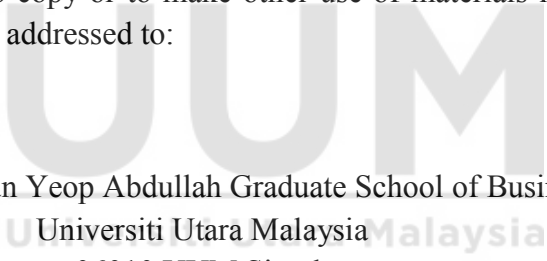
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Abstract

Nowadays, knowledge transfer has been widely accepted and identified as one way to improve the competitiveness of an organization. In order to enhance competitiveness, Company A is also noteworthy of the transfer of knowledge within the organization aimed at improving the quality of the employees and improving the productivity of the company. In the context of this study, the level of understanding, importance, effectiveness, communication elements and impacts in the transfer of knowledge was examined among management personnel at Company A. The findings of this study show that management personnel understand the meaning of transfer of knowledge in general and they also say transfer of knowledge is very important in the organization. Although management personnel are aware of the importance of transferring knowledge, the effectiveness of implementation in the Company's management is less effective. According to informants, the company practiced the knowledge transfer and the communication elements that were preached in Company A for the transfer of knowledge involve verbal and non verbal communication. This is because they say these elements of communication are very important in the transfer of knowledge as it has a great impact on the improvement of employee and organization productivity, solving problems and create collaboration between employees and employers in learning new skills to be practice. Therefore it can be concluded that the essence of this new discovery are important to the designers and policy makers related to this matter are intended as guidelines to improve existing system become more robust in the future. This is because transfer of knowledge is very important to use in the era of globalization so that organizations can always be competitive in both domestic and foreign markets.

Keyword: Knowledge Transfer, Understanding, Effectiveness, Communication Elements

Abstrak

Pada masa kini, pemindahan pengetahuan telah diterima dengan meluas dan dikenal pasti sebagai salah satu cara untuk meningkatkan daya saing sesebuah organisasi. Bagi meningkatkan daya saing, Syarikat A juga tidak terkecuali menitikberatkan pemindahan pengetahuan dalam organisasinya yang bertujuan untuk meningkatkan kualiti kerja para kakitanganya serta meningkatkan produktiviti syarikat. Dalam konteks kajian ini tahap kefahaman, kepentingan, keberkesanan, elemen-elemen komunikasi serta impak dalam pemindahan pengetahuan dikaji dalam kalangan kakitangan pengurusan di Syarikat A. Hasil penemuan kajian ini menunjukkan kakitangan pengurusan memahami maksud pemindahan pengetahuan secara umum dan mereka juga menyatakan pemindahan pengetahuan amat penting untuk dipraktikkan dalam organisasi. Walaupun dilihat kakitangan pengurusan menyatakan memahami dan menyatakan pentingnya pemindahan pengetahuan, namun keberkesanan perlaksanaan dalam pengurusan kerja di Syarikat A menunjukkan kurang berkesan atau kurang dipraktikkan. Bagi informan yang menyatakan syarikat ini mempraktikkan pemindahan pengetahuan antara elemen-elemen komunikasi yang dipraktikkan dalam Syarikat A untuk pemindahan pengetahuan melibatkan komunikasi lisan dan bukan lisan. Ini kerana menurut mereka elemen-elemen komunikasi ini amat penting dalam pemindahan pengetahuan kerana banyak memberi impak kepada peningkatan produktiviti pekerja dan organisasinya serta dapat menyelesaikan sesuatu masalah dengan cepat dan mewujudkan kerjasama antara pekerja dan majikan, dalam mempelajari sesuatu kemahiran baru untuk dipraktikkan. Oleh itu dapatlah dirumuskan bahawa intipati penemuan ini penting kepada para perancang dan penggubal dasar yang berkaitan dengan hal ini yang bertujuan sebagai garis panduan untuk memperbaiki sistem yang sedia ada menjadi lebih mantap pada masa akan datang. Ini kerana pemindahan pengetahuan amat penting digunakan dalam era globalisasi supaya organisasi sentiasa dapat berdaya saing baik di pasaran dalam atau luar negara.

Kata kunci: Pemindahan Pengetahuan, Pemahaman, Keberkesanan, Elemen Komunikasi

ACKNOWLEDGEMENT

السلام عليكم ورحمة الله وبركاته

First of all, I am very grateful to the Almighty Allah for the permission to complete my research project in my final semester at Universiti Utara Malaysia (UUM).

I wish to express my sincere thanks and gratitude to my supervisor, Professor Madya Dr. Kamal Ab. Hamid for continuous support and guidance. His invaluable suggestion, encouragements and helped me in great deal in completing this research project successfully.

My appreciations also extends to my parents and family members, who always supporting me to complete my master study. Most of all, I am fully indebted to my elder brother, Ahmad Suffian bin Osman, who has always encourage and supporting me in all aspects to complete this research project.

I also place my sense of gratitude to all who involved directly or indirectly who has lent their helping hand in this venture.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The organization is a social unit consisting of a group of people who work together and interdependent with each other to achieve common goals. Therefore, to ensure achievement of organizational goals is achieved, transfer of knowledge is very important among staff as it can increase employee productivity and can increase the competitiveness of the organization.

The globalization of the world market today demonstrates the level of competition between product and service companies arising from various economic crises is due to some of today's most critical factors. The situation has led the company's managers to implement various effective strategies such as the implementation of knowledge transfer in their organizations (Dubey, Gunasekaran, & Chakrabarty, 2015). Similarly, in Malaysia, the transfer of knowledge among workers both in the public sector and the private sector is strongly emphasized today so that all the problems raised by organizations and employees can be solved better through the knowledge they have gained as a result of the knowledge transfer conducted (Noorazah & Juhana, 2013).

Knowledge transfer is an important part of organizing activities within the organization. According to Nor Azmi (2009), the transfer of knowledge is very

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APPENDIX

Interview Questionare

PART A: DEMOGRAPHY

Please fill ANSWER most suitable for you in connection with the following items

1 Age: _____

2 Gender:

a) Male

b) Female

3 Ethnic:

a) Malay

b) Chinese

c) India

d) Other (please state):

4 Education:

a) LCE/SRP/PMR

b) MCE/SPM/O LEVEL

c) Diploma/Certificate

d) Ijazah Sarjana Muda

e) Ijazah Sarjana/ PHD

f) Other (please state):

6 Position in company:

7 Salary (Monthly):

8 Liability (children):

PART B: LEVEL OF UNDERSTANDING AND IMPORTANCE ABOUT KNOWLEDGE TRANSFER

- 1) Do you understand the meaning of knowledge transfer within an organization? Please explain in detail.

- 2) What is the knowledge transfer is essential in an organization? Please explain in detail.

PART C: ELEMENTS OF KNOWLEDGE TRANSFER

- 1) Can you describe in detail what elements of knowledge transfer are practiced in your company today? If **ANY** please explain in detail what elements are practiced in your company? Similarly, if **NO** please explain in detail.

- 2) In the aspect of communication elements related to the knowledge transfer, what are the effective communication elements your company practices with the knowledge transfer? Please explain in detail.

the knowledge transfer impact an organization in improving
any? Please explain in detail.

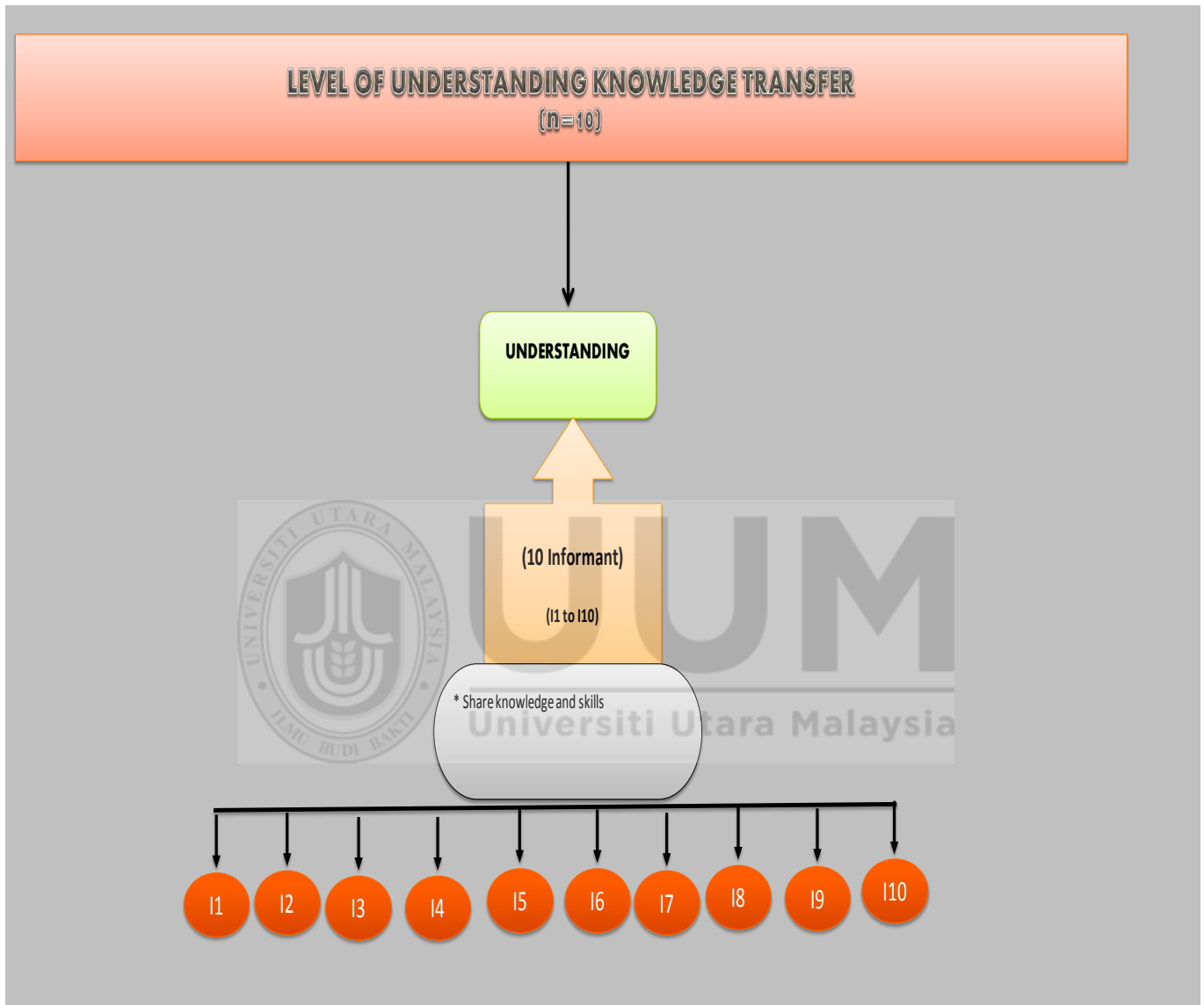
- 2) Does the knowledge transfer impact an organization in improving productivity and company? Please explain in detail.

PART E: SUGGESTION

What recommendations needed to improve the knowledge transfer within your company? Please explain in detail

[illegible]

Nvivo Result



THE IMPORTANCE OF KNOWLEDGE TRANSFER

(n=10)

IMPORTANCE

(10 Informant)

(I1 to I10)

The problem solving
process is fast

Establishing
communication
collaboration between
colleagues and
organizations

Sharing expertise

Help other workers
improve
productivity

I1

I2

I3

I4

I5

I6

I7

I8

I9

I10

EFFECTIVENESS OF KNOWLEDGE TRANSFER

(n=10)

